

Governor's Office for Innovation in Government

ANNUAL REPORT

2000 – 2001



GOVERNOR'S OFFICE FOR
in innovation
government

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2000–2001

Governor's Office
for Innovation in Government

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Introduction



Welcome to the Innovation in Government Office annual report.

Californians expect their government to provide high-quality services in the most cost-effective manner possible. As Governor, I established the Innovation in Government Office to help us meet these needs.

I am pleased to report that we have made important progress. In this report you will read how we have collaborated with state agencies, spearheaded improvement efforts, forged alliances with the private sector to learn and apply the best practices, and served as a resource for those who are launching their own improvement initiatives.

Creating a brighter future for all Californians is a guiding principle of my administration and the mission of every state employee. With the help of the thousands of hard-working men and women in state service, we have taken important steps toward a consumer-driven government.

On behalf of the people of the State of California, I invite you read this report and explore the many ways we are working to make government more responsive to the needs of our citizens.

Sincerely,

A handwritten signature in black ink that reads "Gray Davis". The signature is stylized, with a large, bold "G" and "D".

Gray Davis
Governor

Foreword

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California is a place where intellect, invention and imagination come together...

—Governor Gray Davis,
October 27, 1999

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Over the past several years, all levels of government have worked to improve services. While using different names and varied methods, the goal has been consistent—provide services that work better, cost less and show results the public needs and cares about.

Governor Gray Davis has challenged agencies and departments to improve customer service, continuously improving the performance of California government and being responsive to the needs of all Californians. Responding to this charge, agencies have sought new and better ways of service delivery. Most improvements occur within existing resources.

Agencies and departments must measure their activities to ensure long-term strategic improvements rather than simply making marginal changes to existing bureaucratic processes. This effort involves investments in technology, people and time. The results are a higher level of accountability to taxpayers, streamlined operations and greater public confidence in state government.

The Governor's Office for Innovation in Government leads California's effort to improve key state practices and processes that have direct and significant impact on consumers. The goal is a customer-driven government committed to excellence in the delivery of services to Californians.

You will find in the following pages a number of examples of state government rising to the challenge of delivering better service. I hope you will continue to challenge us to do even better in the future.

Sincerely,



Steven A. Nissen
Director, Governor's Office of Planning and Research and
Special Assistant to the Governor for Innovation in Government

“

California's Innovation in Government program is a catalyst for bold, innovative thinking that will transform the way the State of California serves customers and gets business done in the Internet Economy.

—Michele Grisham, Internet Business Solutions Group, Cisco Systems Inc.

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Innovation in Government



Vision

A customer-driven government that effectively serves the needs of every Californian.

Mission

Execute the Governor's vision of a customer-driven government by providing dynamic leadership, innovative solutions and technical expertise.

Objectives

The Governor's Office for Innovation in Government champions the Governor's vision of customer-driven government services that are cost-effective, easily accessible and promptly delivered. The Office for Innovation in Government works with agencies and departments to:

- Identify and review key state business practices that directly affect consumers.
- Facilitate task forces of state employees, public and private sector volunteers to develop solutions to benefit customers.
- Partner with the private sector to apply best practices and customer service strategies.
- Foster eGovernment
- Measure the level of customer satisfaction and report results to the public.
- Maintain a repository of best practices and identify transferable business practices.

Organization

The Innovation in Government staff serves at the pleasure of the Governor and includes some of the state's most distinguished employees on executive loan.

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A more responsive and accountable government is a worthy goal for everyone who works in the public sector, but it can often get lost in the shuffle of our day-to-day responsibilities. The Governor's Office for Innovation in Government is providing important leadership to ensure that we all work together to create a brighter future for our communities and our state.

—Connie Revell, Director,
Bay Area Partnership

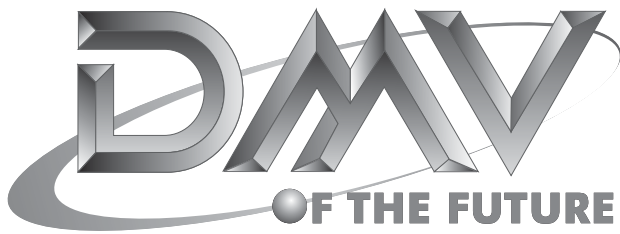
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2000–2001: The Year in Review

The Governor's Office for Innovation in Government embraced a diverse set of initiatives over the past two years, from renewable energy to youth mentoring. Here is a sample of efforts designed to produce better government, 24 hours a day, seven days a week.

DMV of the Future

In January of 2000, The Governor's Office for Innovation in Government (Innovation), in collaboration with the Department of Motor Vehicles (DMV), initiated a blueprint for the "DMV of the Future" to create the model DMV office for a new century and to deploy strategies to enable the delivery of DMV services to customers 24 hours a day, seven days a week.



The blueprint project task force includes representatives from the DMV, Innovation, Business, Transportation and Housing Agency and business partners from the private sector. The blueprint will serve as an implementation plan that will transform the DMV into a model organization and an influential leader in customer service and satisfaction. The DMV will incorporate the latest in technological advances to help redefine public service, while setting a new standard in improved delivery of government services.

The first phase of the project called for "stakeholder" input to ensure that the plan would address both California business and consumer needs. Forums were held throughout the state to provide a platform for DMV employees, business partners, community organizations and citizens to share ideas about how DMV services could be improved.

The task force also sought input from the best in customer service organizations in the private sector to share ideas on the topics of customer satisfaction, business culture, collaborative management and inspiring employee excellence. World-renowned customer service organizations, such as Southwest Airlines, Cisco, Chevron and Disney, conducted re-engineering seminars for the taskforce and DMV employees to aid in the development of a better DMV model for the future, starting from the inside out. The presenters also focused on the areas of hiring, training and development, motivation, recognition and retention strategies for employees. Information gathered at these seminars will be used to formulate a strategy to provide information and resources to employees that will enable them to provide excellent customer service, encourage participation in internal best practices and foster more creativity and innovation in the workplace.

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California government is now more accessible and efficient. On-line vehicle registration is one way we are using technology to give California consumers more choices.

—Governor Gray Davis
December 29, 2001

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In April of 2000, the Governor's Office for Innovation in Government and the DMV launched the first of its piloted programs, the Vehicle Registration Internet Renewal System (VRIR). The VRIR allows California citizens to renew their vehicle registration via the DMV's website and receive registration stickers in the mail after two business days. By the fall of 2001, more than 400,000 renewals had been processed via this method. A recent survey of VRIR users indicates a customer satisfaction rate in excess of 95 percent.

As part of the VRIR, the DMV is also working on the Electronic Insurance Effort, a campaign that seeks partnerships with all insurance companies in California to electronically verify insurance. In August 2001, State Farm and 10 of the largest insurance companies in the state joined forces with the DMV to provide electronic insurance verification service for their customers. The DMV is also testing with an organization that will act as a "go-between" to assist smaller insurance companies with electronic reporting.

The second phase of the blueprint involves the implementation of several pilot programs that will provide more DMV services on-line. The On-line Appointment System, which allows customers to make appointments at the DMV office of their choice on-line, and the interactive voice response (IVR) unit that allows citizens to make appointments via the phone, were launched in 2000. The newest pilot, the On-line Refund Program, is an online resource for requesting refunds for vehicle/vessel registration, driver's license and other fees or penalties collected by the DMV.

The DMV is using information gathered from the conferences, seminars, and evaluations of the pilot programs to finalize the implementation program. The "DMV of the Future" blueprint is expected to be fully implemented by 2006.

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The Department of Motor Vehicles is committed to delivering outstanding service, and we value our partnership with the Governor's Office for Innovation in Government as we jointly strive to find new and innovative ways to fulfill our mission. It's been a real team effort, and the winners are the citizens of California.

*—Steven Gourley, Director,
Department of Motor Vehicles*

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Philanthropy Summit

After a decade of booming stocks and the creation of thousands of successful new Information Age companies, California's charitable and grant-distributing foundations now rank second only to New York in the amount of money given nationally. California now accounts for 15.2 percent of the \$448 billion in foundation assets nationally and 12.4 percent of the \$23.3 billion given away in 1999, according to a study by the New York-based Foundation Center. The center also found that 1,500 new foundations were created in California during the 1990s, becoming the fastest growing sector in the foundation world.



California's top leaders in the world of giving attended the Governor's Philanthropy Summit held Oct. 20, 2000 at the Getty Center in Los Angeles.

At the summit (above), the governor addresses the group, flanked by Barry Munitz, CEO and President of the Getty Trust (left) and Eli Broad, president, the Broad Foundation (right)

October 20, 2000 proved to be a landmark day in the life of philanthropy in California. At the request of Governor Gray Davis, the Innovation in Government office convened a Philanthropy Summit at The Getty Center in Los Angeles. The Governor, senior level policy staff and 30 of the state's most prominent foundation executives attended the daylong Summit.

The relationship between government and philanthropy was explored to identify creative and innovative ways to maximize the wealth and talents of the two segments. The Summit provided an opportunity to broaden the understanding between the two entities, encourage dialogue and identify areas of common ground for future collaborations.

New Approaches to Harnessing Energy

The State of California owns many thousands of buildings, structures and acres of land throughout California, and most were acquired and developed by various departments with very specific uses in mind. But when California's energy squeeze burst into the headlines, an idea emerged: Could some of these many assets be used as sites for generating energy?

The state's renewable energy industry believed the answer was "yes," but there was no single source for information on all the various assets controlled by the state. In an unprecedented effort, the Governor's Office for Innovation in Government gathered some 35 state agencies into a focused team to assess the feasibility of using state lands as locations for power projects.

The first task was to inventory the possibilities. Maps were gathered showing the power and gas line corridors. Overlays of state-owned parcels were developed. Comprehensive analysis of properties was done to identify restrictions, limitations, environmental impacts, easements and conflicts with mixed use.

Data obtained from a survey of current and potential electricity savings and/or load reduction projects provided a roadmap and priorities for future development. Information from local government also was incorporated.

Building on this effort, the Governor's Office for Planning and Research hosted a series of Renewable Energy Forums from May through November of 2001, zeroing in on wind, biomass, geothermal, solar energy and fuel cells. The forums were designed to focus on specific renewable energy industries and sectors so that companies could meet directly with government officials and agencies. The Davis Administration has called for an increase in renewable sources to supply 17 percent of all California's energy needs—a goal that is most effectively met when industry and government work collaboratively.

Caltrans Construction Project Partnering

Delivering transportation enhancement projects quickly is a perennial challenge. A landmark partnering effort between Caltrans and California's construction industry has helped reduce costs while speeding completion of critically needed transportation improvements. Through the use of "partnering" seven projects totaling \$183 million resulted in savings of 200 working days and \$17.4 million.



Representatives from Caltrans, the Professional Engineers in California Government (PECG) union and the Associated General Contractors (AGC) were on hand for the "Excellence in Partnering" Awards held at the State Capitol. Pictured, from left, are: Carl Berexa, Caltrans resident engineer; Craig Copelan, Caltrans engineer and past president of PECG; Lynnette Spadorcio, Caltrans construction engineer; Steve Nissen, Director of the Governor's Office of Planning and Research and Special Assistant to the Governor for Innovation in Government; Joe Peterson, Caltrans materials quality control engineer; Jeff Morales, Caltrans Director; Bill Knight, Caltrans traffic management engineer; Tony Grasso, Executive Director, AGC of California; Gene Domich, Granite Construction Co.; and California Highway Patrol Sgt. Bill Peters.

Under the partnering concept, a framework is established at the start of the job between Caltrans and the contractor for addressing disagreements and resolving problems. The goal is to foster cooperation between parties, ensure timely decisions and reduce the potential for costly claims that ultimately could end up in court. Partnering has become a common business practice on Caltrans projects. Caltrans is administering more than 700 construction contracts valued at more than \$4 billion.

The seven projects that received national recognition are:

Project Description	Contractor	Location
Route 28 Pavement Rehabilitation	Granite Construction Co.	Placer County from Tahoe City to California/Nevada State Line
Highway 50 Pavement Rehabilitation	Granite Construction Co.	El Dorado County from Placerville to Nevada State Line
I-80 Rehabilitation Project	Granite Construction Co.	Placer County from Rocklin to Newcastle
Route 10 Long Life Pavement Rehabilitation Project	Morrison Knudsen corporation	Los Angeles County in Pomona
I-5/805 HOV Lanes Construction	Hazard Corporation	Along I-5 in the City of San Diego near Del Mar
91/57 Interchange Reconstruction and Widening	E.L. Yeager Construction Co.	Cities of Anaheim and Placentia
I-5 N. Widening Project 2A	Kajima Engineering & Construction Inc.	Orange County in the cities of Orange and Anaheim

California Scorecard



Californians expect their government to be accountable. The California Scorecard is a set of representative statistics that tell a story of the quality of life in the Golden State, particularly those areas that may be influenced by the effective delivery of government services.

The California Scorecard is scheduled to debut in early 2002 and will be displayed in a user-friendly format on the Internet. It will provide an opportunity for Californians to better understand their changing state and for policy-makers and opinion-shapers to have quick and easy access to the most important measures being followed by state government.

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The Cost Control Commission supports the efforts of the Governor's Office for Innovation in Government to create a 'California Scorecard.' Our formal report of April 2000 views this effort as 'a golden opportunity' for California. The California Scorecard is a significant step on the road to accountable government.

—John M. Basler,
Commissioner
Senate Advisory Commission
on Cost Control in
State Government

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This data can range from measuring the smoothness of pavement on state highways to the health of newborns. Ten state agencies have stepped forward to help develop and refine the first of these measures and to report on them on a regular basis. Eventually, all state agencies will be gathering and reporting on the key indicators of their success.

This new accountability is a hallmark of Governor Gray Davis' *Era of Higher Expectations*. As the California Scorecard information is released, it will provide an opportunity to engage the public in a dialog about government's role in improving the quality of life in California and the key measures of progress being made toward that goal.

Some major characteristics of the California Scorecard:

- Easy to access
- User-friendly
- Web-based
- Contains high-level measures
- Easy to understand
- Provides the ability to find more detailed information
- A dynamic medium

The key goals of the California Scorecard are:

- Educate people (internally and externally) about the importance of measuring progress
- Help people understand the important measures that speak to quality of life
- Stimulate a dialogue about measures
- Focus state government efforts on important outcomes
- Promote strategic thinking
- Reinforce a customer-centered approach to government

The California Scorecard is scheduled to be fully implemented in the Spring of 2002.



State Employees Mentoring Initiative

Mentoring is proven to be the most effective action a caring adult can take to improve the life of a youth. Studies have shown that mentoring relationships greatly reduce the chances of a youngster becoming involved with drugs and other illegal activities and actually increases their academic performance.

In support of this movement, the Governor's Office for Innovation in Government has partnered with California's First Lady Sharon Davis and state employee unions to design a comprehensive campaign to recruit 10,000 state employees to become mentors.

The principles of this collaboration include:

- Creating the Governor's Mentor Partnership office to provide agencies and employees with resources to encourage mentoring.
- Developing a collaborative effort between employee organizations and the Davis Administration.
- Increasing the number of approved mentor programs.
- Marketing a statewide recruitment campaign.
- Supporting the existing departmental mentor coordination activities.
- Serving as a model for other organizations interested in establishing a mentor program.

This campaign is part of the California Mentor Initiative whose goal is to recruit 1 million mentors statewide by the year 2005.



California First Lady Sharon Davis joins a group of youth at a Capitol rally in support of the statewide youth mentoring effort.

Executive Leadership Forums

Recently 700 state executives and managers crowded into a hotel conference room in Sacramento to hear some of the nation's top experts in project management discuss the latest strategies for keeping complex projects on schedule and under budget. And this scenario has been repeated every month or so during the Davis administration.



Participants listen intently during a recent Executive Leadership Forum on project management.

The Executive Leadership Forum, produced by the Governor's Office for Innovation in Government and the Department of Information Technology, has emerged as an enormously popular way for state executives and program managers to share best practices and access information on the latest cutting-edge tools and techniques in a user-friendly format.

The forums have tackled complex topics such as Y2K, eGovernment, Organization Transformation in California State Government, the newly enacted Health Insurance Portability and Accountability Act (HIPAA) and project management.

"The impact of technology in government is changing almost daily, and we needed an innovative and flexible way to make sure thousands of people involved in Information Technology issues stay current with where the state and private industry are heading," Innovation Director Steve Nissen has said. "We also needed to maintain Governor Gray Davis' focus on saving tax dollars and improving service for all Californians. The Executive Leadership Forums provide that kind of topical information in an easy-to-digest format that has proved to be enormously popular."

"It's exactly what IT specialists working for the state need to hear," said Alan Friedman, the respected Chief Information Officer for the California Department of Parks and Recreation. "It's an opportunity for us to improve our skills and improve the quality of the delivery of Information Technology services for the state."

Similar sentiments were echoed by the non-technology side of the audience.

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Managing change in a proactive way that benefits the customer is no longer an option—it's an essential survival skill. MCI WorldCom commends the Governor's Office for Innovation in Government for providing inspiring leadership in this area that has already produced tangible results. Taxpayers of California should take great comfort in knowing that this office exists and is dedicated to looking out for their best interests.

*—Patrick Quarry,
Senior Manager
Sales & Marketing,
MCI WorldCom,
Government Markets*

”

“Even for somebody that's already experienced in project management, this conference had a lot of really good information,” said Mary Beth Herritt, Office Chief for State Project Development Procedures & Quality Improvement for the California Department of Transportation. “It was good stuff.”

Past sponsors of Executive Leadership Forums have included:

- Microsoft and META Group—co-sponsors
- Cisco Systems
- Oracle
- Compaq
- Carta, Inc.
- IBM
- Verity, Inc.
- Booz, Allen & Hamilton
- MCI WorldCom
- ESI International

Partnering with CALFED for Success

California, in partnership with the federal government, has launched the largest and most comprehensive water management program in the world. Focused on the Bay-Delta ecosystem, CALFED is a far-reaching effort to improve the drinking water quality for millions of Californians as well as an unprecedented commitment to watershed protection. It involves significant investment in improving water storage and conveyance, water conservation, water quality, water recycling, supply reliability, ecosystem restoration, and levee system improvements. CALFED attempts to balance environmental needs with those of urban and agricultural users and California's economy. In short, CALFED is a framework for California's water future.

The successful realization of the goals of the CALFED project is a key goal for Governor Gray Davis. Five years in the making, CALFED integrates long-term activities involving over 20 state, federal, and regional water management agencies. The Office for Innovation in Government is working to facilitate CALFED's program success by developing the means to ensure rapid yet proper administrative reviews to minimize delay of CALFED projects. Initially, the plan is to form a high-level “ombudsman group” for reviewing and acting on requests to prepare for CALFED's big-ticket projects.

The CALFED Task Force will deliver the following:

- Improve the process for evaluating and selecting candidate projects.
- Develop a more streamlined grant disbursement process.
- Streamline the contracting processes to achieve program goals.
- Identify existing state resources and funding throughout state government that can help support the CALFED Record of Decision (ROD).
- Establish a budget development and approval process for CALFED budget that defines the roles and process for Agencies, Departments, Boards, and the CALFED Bay-Delta Program.
- Resolve IT issues affecting the CALFED program.
- Recruit and retain qualified staff to deliver the CALFED program, including resolving classification issues.
- Develop an effective interagency communication plan that will support the CALFED program.
- Develop a formal process for the various CALFED program managers and participating state and federal agencies to share information.
- Develop an oversight process for environmental compliance of CALFED projects.
- Develop a long-term governing structure for managing the CALFED program, which may include formation of a joint state-federal commission.

The marshalling of federal and state resources for the benefit of the Bay-Delta on this scale is unprecedented, and is designed to be a model for government cooperation and accountability for years to come.





As a company which has helped many of our clients work toward effective and integrated eGovernment solutions, we are particularly impressed with the customer-friendly and truly useful applications designed and deployed by the Governor's Office for Innovation in Government. Their reputation for building cost-effective, citizen-facing solutions is well-earned.

—Tim McCormick,
Regional Manager,
Oracle Corporation



Knowledge-sharing

The Governor's Office for Innovation in Government's approach to knowledge-sharing can perhaps best be described by an old saying, "A rising tide lifts all boats."

Innovation staffers are constantly scouring the state in search of the most innovative practices, and then share that knowledge widely with the goal of multiplying the improvements many times over.

The Innovation staff stays connected to valuable sources of best-practice information, including professional organizations that routinely share such success stories.

Some of the entities where Innovation staff provides a leadership role include:

- All-States Quality Forum—a network of quality professionals from state governments across the nation.
- American Society for Quality, Sacramento Chapter—a professional association of quality professionals.
- California Council for Excellence—a statewide entity that supports organizational performance excellence and administers the California version of the Malcolm Baldrige National Quality Award.
- California Leadership Institute Board—executive training for State employees.
- Executive Institute Board—an annual IT executive leadership conference.
- Network for Performance Excellence—state quality professionals.
- New Century Express newsletter Editorial Board—a newsletter of quality and continuous improvement produced by and for state employees.
- Regional Science and Engineering Fair Foundation—A public/private partnership to encourage science careers for middle and high school students.
- Sacramento Area Council for Excellence (SacE)—an association of professionals from the public and private sector interested in organizational performance excellence.
- State Strategic Planners Group—state professionals who are engaged in some aspect of strategic planning.
- State Trainers Group—state employees involved in some aspect of training and workforce development.

The best-practice information culled from these sources is then broadcast widely via the following vehicles:

- “Innovation-Gram” newsletter
- Innovation in Government website
- Case studies presented at the Executive Leadership Forums
- The New Century Express newsletter
- Speeches and presentations by Innovation staff
- Innovation in Government Annual Report

In the future, the Innovation in Government office plans to create a special award for innovative practices in state government, as well as an on-line searchable data base of innovations, to further promote knowledge-sharing.



Consultant Ron Bane (left) and Pete Williams, formerly with the Governor's Office for Innovation in Government, emcee a packed house at an October best-practices conference hosted by the Sacramento Area Council for Excellence.

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The Innovation in Government team is resourcing the ‘tried and true’ experiences of those in the private marketplace in order to enhance the customer’s experience in the public sector. Go team!

—Heather Newman, Area Marketing Manager, Southwest Airlines

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The Clarity Award

The Pythagorean theorem contains 24 words, while the Ten Commandments consists of 179 words and the Gettysburg Address is all of 286 words long. By contrast, U.S. government regulations on the sale of cabbage boasts 26,911 words and California regulations on catching trout and salmon consume 18,897 words.

The Governor's Office for Innovation in Government initiated California's "Clarity Award" program with the goal to simplify the language used in state government documents. The Clarity Award program involves reducing complexity and verbosity in documents, from pamphlets and loan applications to everyday forms and regulations. By simplifying the language, we will send a clear message about what the state is doing, what it requires, and what services it offers.

The four categories of the Clarity Award will be:

- Public information (pamphlets, websites, etc.)
- Forms
- Regulations
- Memos and other routine internal documents

Beginning in 2002, the Clarity Award will be given on a regular basis to those departments and agencies that produce higher-quality, easy to comprehend documents that enhance service delivery to Californians.

Life Events and Affinity Design Workshops

The Life Events and Affinity Design (LEAD) workshops were organized by Innovation in Government and served to gather information from individuals whose life experiences dictated logical access to government services. During three workshops, held in

Sacramento, Fresno and Los Angeles, a cross-section of over 250 everyday citizens designed their vision for a reorganization of delivery of state services.

LEAD sought to break down bureaucratic barriers to quality customer service and to incorporate customer designs in California's eGovernment portal and elsewhere in State Government.



Participants share their ideas for a more customer-friendly government at a LEAD workshop.

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While government will never be able to please all the people all the time, the current California administration is on a mission to reinvent the way it serves the state's 33 million citizens. The primary tools in this renaissance? The internet, digital technology, and a new business model—just what you'd expect from the home of Silicon Valley.

—Digital Source
Magazine
April 2001

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Guided by a nationally known master facilitator, a design team composed of private and public sector individuals worked to define workshop objectives, identify groupings and events that lead one to access government services. A cross-section of individuals was invited to participate, including service providers, students, technologists, artists, clergy, health professionals and community organizers.

Participants identified “life events” where citizens interfaced with government. They considered current and future services associated with the event. The interactive daylong process enabled out-of-the-box thinking and unlimited opportunity to visualize uncomplicated access to government services.

The LEAD process has been nationally recognized. LEAD facilitators have participated in numerous speaking engagements to share their creative approach to involving stakeholders in a democratic redesign of government services.

California Grant Database

Every year, California distributes hundreds of millions of dollars in grant funds that support a variety of worthy causes, from college scholarships to wildlife habitat protection. However, since many different state agencies administer the distribution of these grant funds, it can be difficult for citizens to find out about what funds are available.

The Governor's Office for Innovation in Government is leading an interagency project team charged with designing a single portal for Californians to obtain information on grants available from state agencies. The resulting plan will serve as a blueprint for the Governor's Office of Planning and Research (OPR) and state agencies to provide and manage a comprehensive and accessible public database for citizens, non-profit organizations, local government and the private sector in California.

The effort is an outgrowth of the Governor's Philanthropy Summit and an Executive Order, D-17-00, issued by the Governor on Sept. 8, 2000. In September 2000, the Governor challenged everyone in state government to “take every opportunity to use information technology to make state services and programs more accessible and hassle-free.” The grant project supports that vision by putting a single, customer-friendly face on grants assistance for the State of California.

The grant database also will save state agencies time and money. The database will greatly reduce the amount of paperwork for granting agencies, and reduce the administrative side of the grant cycle to allow for more staff time to be devoted to value-added processes. Thanks to advances in database technology, the new database will be able to incorporate most existing databases to ease the transition of current agency systems to the new format.



My California

Electronic government is more than implementation of new technologies—it is an investment in the future.

The Governor's vision to provide better service to the people of California by utilizing the Internet and new technologies is a reality. Unveiled in the Governor's State of the State address, the "My California" web portal was launched in January of 2001. Under the direction of Arun Baheti, Director of eGovernment, this achievement brings government services closer to the residents of California. This new portal is customer-centric, user-friendly and enables one-stop processes available 24 hours a day, seven days a week.

The My California homepage allows Californians to personalize the portal for quick access to items they use while ensuring privacy. It is Americans with Disabilities Act (ADA) compliant and provides powerful search functions to speed and simplify access to state services and information. To achieve this, the state has embraced new business models and initiated a fundamental change in the relationship between government and the people.

Paving the way to this historic event was the Governor's Office for Innovation in Government in its role as champion of the eGovernment initiative. Over 200 individuals from numerous agencies contributed as a collective task force to the formula for eGovernment. Committees focused on vision, implementation and architecture and standards were formed.

Following the work of the task force, the My California portal was created in about 100 days. In its first year of operation, this groundbreaking web project has garnered many awards including recognition from Government Technology magazine as the best state website in America. At more than 1 million visitors per day, it is already rated the fourth most-visited government site in the nation

The outcome created the foundation on which subsequent projects, including an eBusiness Center, will be built.

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State government should take every opportunity to use information technology to make state services and programs more accessible and hassle-free.

—Governor Gray Davis
September 21, 2000

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California's \$2 million (web) portal project offers the best evidence yet that the struggle to mold state agencies into a cohesive team is paying off.

—Government Technology Magazine,
September 2001

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eBusiness Center

The State of California is committed to using technology to improve service and streamline government-to-business transactions (G2B). The State of California's Enterprise Business Office (EBO), under the Department of General Services (DGS), is providing solutions to improve business-government relations by introducing the eBusiness Center web portal. The portal will provide "one-stop" shopping for all business interactions with government and alleviate the need for the business professional to be an expert on government and its regulations.

Conceived by Innovation in Government Director Steve Nissen, the eBusiness Center was established as part of the eGovernment Initiative launched in September of 2000 by Governor Gray Davis. EBO Office Chief Susan Hogg leads this important and groundbreaking effort.

Prior to building the portal, the EBO hired PricewaterhouseCoopers to conduct two studies to assess the needs of the business community. The *Business Needs Assessment Survey* details responses from the business community and solutions to help the state be more responsive to their needs. The *Business Process Review of Government* is a broad review of 20 companies that provide government-to-business services in California. The information compiled in this survey will help EBO determine the best solution for integrating these services into the Center's portal.

The Center will provide access to government information and services through the Internet 24 hours a day, seven days a week. The portal is designed to assist all levels of business, but will be especially helpful to small business owners who typically have very limited resources and knowledge of government and legal practices. The eBusiness Center will reduce costs, save time and streamline business-government procedures.

Currently, the EBO is working on several eService Pilot Programs intended to demonstrate the advantages of enhanced government services provided via the Internet. One such project, the eLicensing On-Line System, offers services for cosmetologists, registered nurses and unarmed security guards. Professionals within these fields are able to apply and purchase, renew, or order duplicates of existing licenses and update personal information on-line. The center will also partner with the Department of Pesticide Regulation to develop the "Intent to Operate" pilot program. This pilot will provide state licensed agricultural pest control advisors, businesses and aircraft pilots the ability to notify any county where they intend to operate, as required by law.



eBusiness Center

Innovation Website a Gold Mine of Helpful Information



The Governor's Office for Innovation in Government website is designed to provide inspiration and support to those who are initiating improvement efforts in state government.

Launched in October of 2000, the website, www.iig.ca.gov, has steadily grown in popularity and continues to add to its rich array of content. Much of the content is the result of requests by customers.

Visitors to the website will find reference books, downloadable presentations, newsletters and reports on best practices happening now in state government. There are also gateways to other helpful resources and a link to register for the popular Executive Leadership Forums sponsored by Innovation in Government and the Department of Information Technology.

Internal Consulting

The Innovation in Government staff serves as a valuable resource to State departments implementing their own improvement initiatives. At any given time, Innovation in Government staff may assist state departments—as well as federal and local entities—by serving as:

- Integrator—bringing together different departments to implement effective inter-agency partnerships.
- Sounding board—a friendly voice to provide helpful feedback about an improvement project, obstacle or opportunity.

- Resource broker—not a bank, but a place to go to get ideas about how to fund an innovative approach to improving products or services.
- Consultant—a repository of knowledge and expertise in the areas of quality improvement, customer service, strategic planning, communications, project management, organizational effectiveness and performance measurement.
- Facilitator for improvement efforts—several Innovation in Government staff members are expert meeting facilitators and can provide sound advice on how to get a project off the ground or out of a rut.

The Innovation in Government office prides itself in helping initiate new innovation efforts and adding value to existing ones. The office also wants to help publicize real-world success stories where departments are slashing red tape, improving customer satisfaction and saving taxpayer dollars.

For more information on these services, contact the Governor’s Office for Innovation in Government at (916) 445-1176, via e-mail at info@innovation.ca.gov, or visit our website at: www.iig.ca.gov.

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On behalf of the California Council for Excellence, I want to commend the Governor’s Office for Innovation in Government for its outstanding leadership in helping state government agencies improve their service, quality, and innovation. As a result of your efforts, excellence in California state government has measurably improved and our citizens are better served by their government.

*—Thomas Hinton, President & CEO, California Council for Excellence,
Administrators of the California Baldrige Award*

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Innovative Highlights from State Agencies

Numerous initiatives to cut bureaucracy and improve customer service began to bear fruit in the past year. What follows are just a few examples of Agencies and Departments that answered Governor Gray Davis' call to innovate.

On-line Procurement System Saves Time, Paper

State and Consumer Services Agency

Department of General Services, Procurement Division

State and local government agencies annually purchase \$2 billion worth of goods and services from the Procurement Division's pre-negotiated contracts and other agreements. With thousands of purchasing options to choose from, both buyers and suppliers are faced with maintaining paper documents to ensure prices, products and contacts are always current. In addition, paper-based purchasing systems in individual agencies are often repetitive and paper-intensive. "CAL-Buy," the state's new online, eProcurement system, automates and simplifies the traditional procurement process.

Easily accessible on the Internet, CAL-Buy allows users to search electronically for goods, add the item to a "shopping cart" with a click, and transmit the resulting purchase order electronically to both internal approvers and external suppliers. CAL-Buy will come online in several phases and will feature online purchases from Statewide Commodity Contracts, Master Agreements and California Multiple Award Schedule (CMAS). When fully implemented, CAL-Buy will automate several thousand contracts.

- CAL-Buy went "live" March 7, 2001. During the first 8 months, with only a small percentage of government buyers in the system, orders exceeded \$12 million.
- Buyers choose from more than 6,000 items in 250 statewide commodity contracts.
- Customers are very satisfied with this easy-to-use Internet-based system.



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On-line Auction Program for Surplus State Property

State and Consumer Services Agency

Department of General Services, Procurement Division



The existing method of disposing of the state's surplus property via public sales only realizes "garage sale" value for items sold. The "eSurplus" program markets surplus or unclaimed property to a global marketplace through on-line Internet auction sites.

Groups of premium, high-value merchandise that are generally small and easily shipped are posted on an Internet-based auction site. The eSurplus program primarily uses "eBay", the world's largest on-line trading community. "eBay" maintains buyer and seller profiles and employs third-party organizations to audit privacy practices.

- Initially, 1093 auctions have been completed.
- \$189,889 total revenue or \$174 average per auction, has been received.
- 15,791 bids, or an average of 14.5 bids per item, were received.
- An item sold via on-line auction averages 4.6 times greater revenue than items sold on-site.

The most expensive item to date, an aircraft engine—winning bid \$18,201.

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Economic Development Website Aims to Help Small Tech Firms

**Technology, Trade and Commerce Agency
Division of Science, Technology and Innovation**

There has long been a vacuum of state services aimed at helping small- and medium-sized businesses promote technology-based economic development. The California I-5 Partnership website allows small businesses to better identify services to help them increase competitiveness in the marketplace.

The I-5 Partnership has developed a website that will allow small businesses to readily identify the type of services required to improve their competitiveness. Small businesses will create a profile of needs that would be automatically and privately routed to entities within the partnership for follow up assistance.

- The website will enhance the state's ability to continue to provide relevant, high quality and priority services to small- and medium-sized business.
- It will maximize state investments by reducing administrative costs.
- It will increase opportunities for matching federal and private sector investments into state programs.
- The website will provide services to 10,000 small- and medium-sized firms.

Contact: Joe Raguso, Deputy Secretary (916) 322-6411 jraguso@commerce.ca.gov

Professional License Verification Now Available On-line

**State and Consumer Services Agency
Department of Consumer Affairs, Office of Information Services**



Consumers can now verify license information on a contractor, auto mechanic or even a medical doctor, just by logging on to the Department of Consumer Affairs' website. The information is available 24 hours a day, seven days a week.

The system was developed to extract the public license information from the department's licensing and enforcement systems. A second system was developed to make this information available on a secure server attached to the Internet. Compiling the licensee information was a collaborative effort joining the business processes of the boards, bureaus and programs into a single, concise presentation form.

- Because the project is such a success, the department has added the majority of its boards, bureaus and programs to this web look-up system.
- The public is able to verify the status of a professional license at any time.
- The public is able to find a reputable licensee to seek service.
- Public enforcement actions and activity are more accessible to the public and businesses.
- Licensees can verify the status of their own licenses at any time.

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Innovative Clean Air Technologies

**California Environmental Protection Agency
The California Air Resources Board Research Division
California Energy Commission
South Coast Air Quality Management District**

Many promising air pollution control technology development projects fail because of insufficient funding. Innovative Clean Air Technologies (ICAT) can provide worthy projects with co-funding to help move them toward commercialization.

Each year, ICAT makes approximately \$1 million available to developers of promising air pollution control technologies as co-funding for demonstration projects. Since 1994, ICAT has provided co-funding to 12 successfully completed projects. In addition, eight projects are underway, and another eight recently received grant approvals. Successful commercialization results in air quality improvements and increased business for the state's economy.

- The program developed and demonstrated a metal coating system that contains no VOCs and no hazardous air pollutants, which is now commercially successful.
- It developed and demonstrated two series hybrid-electric prototype heavy-duty trucks with reduced emissions. They are now commercially available.
- It demonstrated a natural-gas injector technology on three diesel transit buses, which greatly reduced NOX emissions. They are now commercially available
- It developed and demonstrated an ultra low-NOX, gas-fired burner to address industrial burners in California. It is now commercially available.

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Program Aims to Increase Payments to Crime Victims

Youth and Adult Correction Agency

Office of Prevention and Victims Services, California Youth Authority

The Victims Reparation Project was implemented to increase restitution fines, Victims of Crime Program assessments, collection and disbursement of restitution. The California Youth Authority found that prior to the implementation of the program, and AB 1132, young offenders were not paying their restitution obligations.

To increase the collection and disbursement of court-ordered restitution, a training program was developed to teach young offenders about general restitution information, including legal requirements, their rights, where restitution goes, the consequences for not paying, and how to interpret their own restitution orders. A training video featuring victims, offenders and their parents describing the importance of restitution was produced and is included in the training program.

Since the inception of these programs, the California Youth Authority has increased restitution collection and disbursement by 176 percent, and increased fine assessments to 84 percent. Victim restitution has increased by 20 percent.

- To date, 850 YA staff have been trained
- 450 YA offenders and 150 county probation staff on restitution also have been trained.
- The program has collected and disbursed \$1,950,589 in restitution fines and \$1,216,056 in victims' restitution.
- It has trained approximately 10 states and has received requests for training from Germany, Japan and Guam on the YA's restitution and victim offender programs.

Victims use the restitution for medical expenses, counseling sick leave, lost wages and to replace items lost or damaged. In some severe cases of domestic violence or harassment of witnesses, the funds may be used to move or resettle the victim.

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Up-to-the-Minute Highway Incident Information From CHP

Business, Transportation and Housing Agency California Highway Patrol

Drivers often rely on media traffic reports to determine the best route for their travel or to avoid traffic hazards. The CHP now provides the capability for the public to view traffic incidents on California roadways via the Internet.

The CHP implemented a real-time, graphic and textual based media web page (www.chp.ca.gov) that enables the media and public to view incidents in progress in either visual format (points on a map), a textual description, or both.

- The new system provides a wider range of up-to-date statewide traffic information not previously available.
- Additional information is provided on road conditions, weather information, and emergency advisory bulletins.
- Website visitors can more effectively plan their driving route by selectively customizing their view of geographic regions and highways, thereby avoiding unsafe conditions and unnecessary traffic congestion.
- The new system reduces telephone queries to CHP Communications Centers.
- The CHP has received praise for this page from visitors throughout the United States.

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Nature is a Mouse-click Away with Año Nuevo Wildlife 'Webcam'

Resources Agency

Department of Parks and Recreation

Año Nuevo Island is a fragile ecological reserve area and is not open to the public. As a result the public has never been able to view or experience the wildlife activities on the island. That all changed with the advent of a live “webcam” of wildlife images now broadcast over the Internet.

A very active elephant seal colony on Año Nuevo Island is video taped by three live video cameras. Rangers and docents are able to pan, tilt and zoom the cameras to provide visitors with the best view of activities taking place on the island. The video is sent by microwave back to the Año Nuevo Visitor Center and displayed on monitors. The video is encoded and published on the State Park Website at <http://parks.ca.gov>. The “webcam” provides an exciting and educational teaching tool for schools across the state.

- In three months, the website averaged 40,000 visitors.
- The website was used to link an elementary school to teleconference with the Año Nuevo Visitor's Center and ask questions of a park ranger
- The program increased and enhanced public awareness of state park resources
- It helped to provide a state park experience to those who are physically or economically unable to visit the park in person.

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Rubberized Asphalt Lasts Longer, Uses Recycled Tires

Business, Transportation and Housing Agency
Department of Transportation (Caltrans)



A rubberized asphalt operation on Interstate 5 in Fresno County.

Much of the 15,000-mile state highway system has been in place for decades and requires an increasing level of maintenance. The state highway system handles 150 billion vehicle-miles per year and requires an increasing level of maintenance. As a result, more lane miles are being taken out of service, adding to traffic congestion. At the same time, worn out tires used by all those vehicles are piling up in landfills. To protect this multibillion-dollar transportation investment, Caltrans has begun to use longer lasting, quieter, smooth-riding “rubberized asphalt.”

Caltrans now uses about 345,000 tons of “rubberized asphalt” each year—or about 10 percent of its total asphalt use. Much of that is made of recycled automobile and truck tires that have been ground up and blended with asphalt. This imaginative technology results in longer lasting highways that are more resistant to cracks and potholes. Last year this process used 580,000 old tires that otherwise would be taking up space in landfills.

- The use of rubberized asphalt is resulting in longer-lasting highways.
- Because highways require less maintenance, there is less traffic congestion.
- The new asphalt makes for quieter highways with a smoother ride.

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Eliminating DMV Customer Lines With Networked Queuing Systems

Business, Transportation and Housing Agency Department of Motor Vehicles

Although the DMV offers alternative ways for customers to conduct transactions without visiting a field office, many people choose not to take advantage of them and long lines at field offices remain a problem. Networked, automated queuing systems at the DMV are reducing the need for customers to stand in lines, while providing management with tools to manage the customer flow.

Sophisticated, electronic data collection queuing systems have been installed in 26 of the DMV's busier offices. The systems eliminate the need for customers to stand in line by issuing a customer number. The system is programmed to identify different types of transactions and/or appointments, thereby allowing management to proactively have the system call customers up to the counter for service according to pre-set priorities.

- The new system is improving customer satisfaction.
- It has decreased customer wait times as well as customer perception of wait times.
- Detailed wait time information is automatically collected eliminating the manual sampling method previously used.
- Management knows the number of customers waiting for service, as well as the types of service required, and can make service/staffing adjustments throughout the day to improve customer flow.

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Network Helps Identify Care Options for Adults and Seniors

Health & Human Services Agency Department of Social Services

Californians who were seeking care for seniors or adults did not have a convenient, centralized source for information on care options. That has changed with the advent of the Cal Care Network, one of the first cross-agency collaborative e-government applications.

The Cal Care Network consolidates information on most state-licensed or certified facilities from the various departments into a single fully searchable database that is easy to access. The public can now use the Internet to easily find facilities and services, including health, social services, mental health, alcohol and other drug treatment, and elder care services.

The new system:

- Is available 24 hours a day, seven days a week.
- Can be searched in many ways, such as by type of facility, facility name, zip code, county, city and area code.
- Is easy to use and contains information from many different departments.

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Annual Report Credits

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